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Board of Trustees Meeting Packet, January 23 2003

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Framingham State College

Board of Trustees

January 23, 2003

Trustees Present: Weinroth, Chair; Hiatt, Vice Chair; Boulanger; Gardner; Heffernan; Jordan; Kane; Smith; Flynn; and President Heineman

Trustees Unable to Attend: Hunt & Vrabel

The MetroWest legislative delegation, Senator David Magnani, Representatives Karen Spilka and Debbie Blumer, an alumna of the College, brought to the Board of Trustees' meeting, a Resolution of the Massachusetts General Court honoring Framingham State College on its 150th year in Framingham. The Resolution was signed by those legislators, together with the President and Clerk of the Senate and the Speaker and Clerk of the House. The Resolution also recognizes Framingham State College as the first public college in New England to require first year students to utilize laptops, for our naming in the *Kiplinger Personal Finance Magazine* as one of the nation's top 100 best public colleges, for our commitment to education for full and part time students, and for providing university learning in a college environment.

Chair Weinroth called the meeting to order at 7:10 p.m.

CHAIRMAN'S REPORT

Trustee Chair Weinroth spoke of the concern among Trustee Chairs of the state colleges about the status of the state budget and of its significant impact on the campuses.

APPROVAL OF THE MINUTES:

On motion duly made and seconded, it was

VOTED: Unanimously to approve the November 21, 2002 minutes, as presented.

Chair Weinroth requested that the Board of Trustees enter into Executive Session for the purpose of discussing pending litigation. This requires a roll-call vote. The Board of Trustees will resume business at the conclusion of this Executive Session. Chair Weinroth requested that President Heineman, Vice Presidents Dooher and Hamel, and Attorney Michael Coppock join the Board for this session.

On a motion duly made and seconded, and by a roll call vote with Trustees Weinroth, Chair; Hiatt, Vice Chair; Boulanger; Gardner; Heffernan; Jordan; Smith; Flynn voting in the affirmative, it was

VOTED: to enter into Executive Session.

The Meeting resumed at 8:40 p.m.

PRESIDENT'S REPORT:

- Sesquicentennial Update: A committee, chaired by Mrs. Martha Flinter, has begun work on activities to recognize the College's 150th year in Framingham. Arcadia Press has agreed to do a book on campus history. Among the events being planned at minimal cost to the College are: exhibits in Whittemore Library; a Costume Exhibit in Hemenway Hall; a concert with Mark Evans and Dominique Labelle; publication of the Arcadia Press Book; a video put together by Robert Johnson with a script by Alan Feldman; Curriculum Library Exhibit – a family tree for Framingham State College, and John Budz's photography project.
- Legislative Update: The Cabinet met with area legislators at the College, and Dr. Heineman met with the Chair of House Ways and Means at the State House to discuss funding proposals for public higher education. The College presented a formula to address funding inequities in public higher education even while recognizing state revenue shortfalls. The major component of the proposal establishes a foundation minimum appropriation for the State Colleges and Community Colleges. Bain Consultants are doing an examination of State and Community College operating practices and costs in order to find the "best practices" used across the system. We await specific information on the exact amount of the cut higher education will have to assume and whether or not differentiated by campus. The Governor will make his budget request announcement on February 28.
- Ralph Rodriguez has withdrawn his candidacy as Chief Information Technology Officer at the College. Searches will be undertaken for the following positions: Chief Information Technology Officer, Dean of Graduate & Continuing Education, Director of Human Resources, and Assistant Director of Residence Life.
- President Heineman reported on the recent Presidents' Retreat as follows:
 - Because the Governor's inaugural message stated that he was unclear about the mission of the State Colleges, the State Colleges will collect Mission and Mission Implementation Plans as well as the Mission of the State Colleges segment to send to Governor Romney and his staff.
 - The College continues to work with the Board of Higher Education on the Performance Measurement System.

- The Council of Presidents will present a strong and positive profile of the State Colleges at the Board of Higher Education meeting on February 27.
 - The Council of Presidents is collecting data to determine the number of students, staff, and alumni of the State Colleges by legislative district, in an effort to increase legislative support for public higher education.
 - At the request of Chancellor Gill, the College will work with the MetroWest Economic Research Center to update our Economic Impact Statement.
 - The Council of Presidents expressed much distress over the state of the budget.
- The College has received a gift of \$145,817 to establish the Robert J. Lemieux Scholarship Fund. This fund will benefit Metrowest area students who have high academic achievement and financial need.
 - The College has submitted a grant proposal in the amount of \$35,000 to TJX Companies.

ACADEMIC AFFAIRS

- Vice President Judy Klaas reported a 100% pass rate by Framingham State College Education Department students on the Massachusetts Teacher Educator Licensure test. Assistant Dean Susanne Conley, who also convened the third annual meeting on test preparation, prepared the students for the test. This meeting was attended by 70 Deans and faculty members from 30 public and private institutions. In March, Ms. Conley will present a paper on this subject.
- Preparations are underway for the College's 10-year review in March 2004, by the New England Association of Schools and Colleges. Dr. Klaas updated members of the Board on the progress of the self-study by the Chairs and Task Forces, and the plan to post their reports on *Blackboard* by the end of February.
- Dr. Klaas reported on the General Education Program review. A sub committee of the Curriculum Committee has forwarded suggestions for revision and streamlining of the program so that students and advisors can understand it more easily.
- Dr. Scott Greenberg, Associate Vice President of Academic Affairs, reported on the Faculty Development Conference held on January 15. 97 faculty and staff attended the Conference which began with a presentation by President Heineman on assessment with regard to the upcoming NEASC Accreditation. Workshops, presentations and panel discussions held throughout the day covered topics on Assessing Student Engagement in Academic Learning and Development, Improving the First Year Student Academic Experience, Assessment of Academic Technology in the Classroom, and Integrating Technology into the Curriculum: A Developmental Approach. Because of the positive evaluations of the Conference, plans are already underway for a follow-up Conference to be held later in the semester.
- Wireless Laptop Program. Dr. Greenberg presented preliminary data from a survey for students enrolled in laptop courses. 73% of those surveyed agreed that their experience was somewhat or greatly enhanced by the use of laptop computers, such as, communication with their professors using email, promoting written communication with other students, writing papers, etc. Dr. Alan Feldman made a presentation to the Board on the advantages of the laptop program:

- Everyone has the same software – Word can be used for comments and editing, and students can easily show what they've rewritten.
- Students have access to the Internet in class, and can read each other's written responses instantly. The instructor can help them do research right in the classroom, to explore on-line sources, and the world's largest catalogs.
- Students can share their work. They can revise passages together, and practice using computer graphics in oral reports.
- Students benefit by having closer contact with instructor and peers, more chances to learn from revision, more experience with computers in written communication, in research, and as they are used on the job.

ENROLLMENT MANAGEMENT

- Vice President for Enrollment Management & Dean of Admissions Philip Dooher provided an enrollment and admissions update. The College has enrolled 285 new students, 42 freshmen and 243 transfer students for the Spring 2003 semester. 42 students of color have enrolled, reflecting a significant increase over the same period last year. Also included are 6 international students, representing 5 countries. Both the Day and Division of Graduate and Continuing Education applications for the fall semester are up significantly over last year at this time, with a closing date of March 1.
- Athletics Update. Dr. Dooher reported that the College has hired a new soccer coach, Framingham native, Dean Nicholls, former coach at Wellesley High School.

STUDENT SERVICES

- For the spring semester, the residence halls are at near full capacity. Dean of Student Services Cynthia Forrest reported on the continuing efforts of the College to upgrade and improve the residence halls. This will be accomplished with monies received through bond offerings by the Massachusetts Building Authority. About \$4M in work will be done this summer.

ADMINISTRATION & FINANCE

Dr. Dale Hamel, Vice President of Administration and Finance reported on the following highlights:

- Budget and Funding Update - Analysis of funding proposal advocated by the College. The College anticipates another 9c reduction, at a level a little higher than that incurred in August. The College has budgeted for this reduction and this was indicated at a prior meeting.
- Information Technology Initiatives – Reorganization is complete. All hardware and support functions are under expanded Information Technology services. The College looks forward to filling the CITO position by the end of this semester.
- The Governor asked for authority for additional reductions in the higher education budget. There will be a more comprehensive presentation for the plan going forward.
- The College plans a total renovation of Corrine Towers, as well as a large number of repair projects, including Larned Parking Lot, and renovation of the

athletic fields. This will be presented in more detail in the 5 Year Capital Spending Plan to be presented in March.

PERSONNEL REPORT

Following discussion,

On motion duly made and seconded, it was

VOTED: Unanimously, to approve all Personnel Actions: Appointments; Full Time Temporary Appointments; Offer of Appointment Declined; Change of Title; 2nd Year Reappointments; Resignations; Retirement; Change of Retirement Date; Faculty Sabbaticals; Faculty Sabbatical Change; and Emeriti.

There being no further business, the meeting adjourned at 9:25 p.m.

Respectfully submitted,



Seth A. Weinroth, Esquire
Chairman
Framingham State College Board of



Dr. Helen Heineman
President
Executive Secretary, Board of Trustees

FRAMINGHAM STATE COLLEGE

**BOARD OF TRUSTEES MEETING
ATTACHMENT II**

JANUARY 23, 2003

TRUSTEE DISCUSSION ITEM

**DISCUSSION ITEM: Faculty Development Conference –
January 15, 2003**

**Framingham State College's Annual
Faculty Development Winter Conference
January 15, 2003**

Conference Program

8:15-8:45am	Registration and Continental Breakfast <i>College Center - McCarthy's Lounge</i>	
8:45-9:15am	Measuring Up: NEASC Accreditation	Dr. Helen Heineman, President
9:15-10:15am	Assessing FSC Student Engagement in Academic Learning and Development	Dr. Judy Klaas, Vice President for Academic Affairs Dr. Cynthia Forrest, Dean of Student Services
10:15-10:30am	Break	
10:30-12:00pm	Workshop on Improving the First Year Student Academic Experience	Ms. Susanne H. Conley, Assistant Dean for Academic Affairs
12:00-1:00pm	Lunch	
1:00-2:00pm	Panel Discussion on the Assessment of Academic Technology in the Classroom	Prof. Janet Schwartz, Moderator Dr. Margaret Carroll Dr. Judy Flynn Dr. David Mackey Dr. Richard Milaszewski Ms. Andrea Pickles Dr. Ben Snyder
2:00-3:00pm	Integrating Technology into the Curriculum: A Developmental Approach	Teaching Circle Presentations: Dr. Marian Cohen Dr. Irene Foster Dr. Bridgett Perry Galvin Prof. Kristen Lester Dr. Evelyn Perry
3:00-3:05pm	Closing Remarks	Dr. Scott Greenberg, Assoc. Vice President for Academic Affairs
3:05-4:00pm	Wine and Cheese Reception <i>McCarthy's Lounge</i>	

FRAMINGHAM STATE COLLEGE

**BOARD OF TRUSTEES MEETING
ATTACHMENT III**

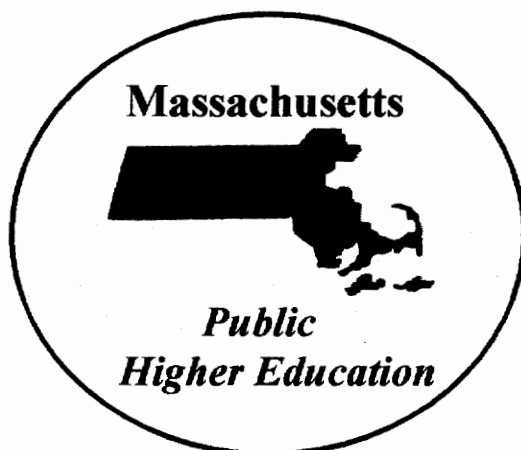
JANUARY 23, 2003

TRUSTEE DISCUSSION ITEM

DISCUSSION ITEM: Budget & Funding Update

Massachusetts Public Higher Education

Funding Proposal



~ Addressing Funding Equity ~



MASSACHUSETTS PUBLIC HIGHER EDUCATION

ADDRESSING FUNDING EQUITY

Funding for Massachusetts public higher education institutions varies dramatically due to historical setting of base budgets, political influence, and differences in enrollment growth. Currently (Fiscal Year 2003), funding per student ranges from \$3,618 to \$6,900 at community colleges and from \$5,065 to \$11,671 at state colleges. This inequity in funding has severe implications during periods of fiscal constraint as lesser-funded institutions attempt to counter state appropriation reductions with disproportionate spending cuts and increases in student fees. While it is recognized that further reductions in state appropriations are imminent due to declining state revenues, it is proposed that a minimum foundation level of state support per student be maintained at each college to ensure continued access to a quality, affordable education at all public colleges.

Funding Equity

State appropriation support per full-time equivalent (FTE) student varies significantly among public colleges even though basic cost structures within segments are, to a great extent, similar (e.g., collective bargaining costs for personnel):

State Funding Context

State Appropriation Support per FTE Student

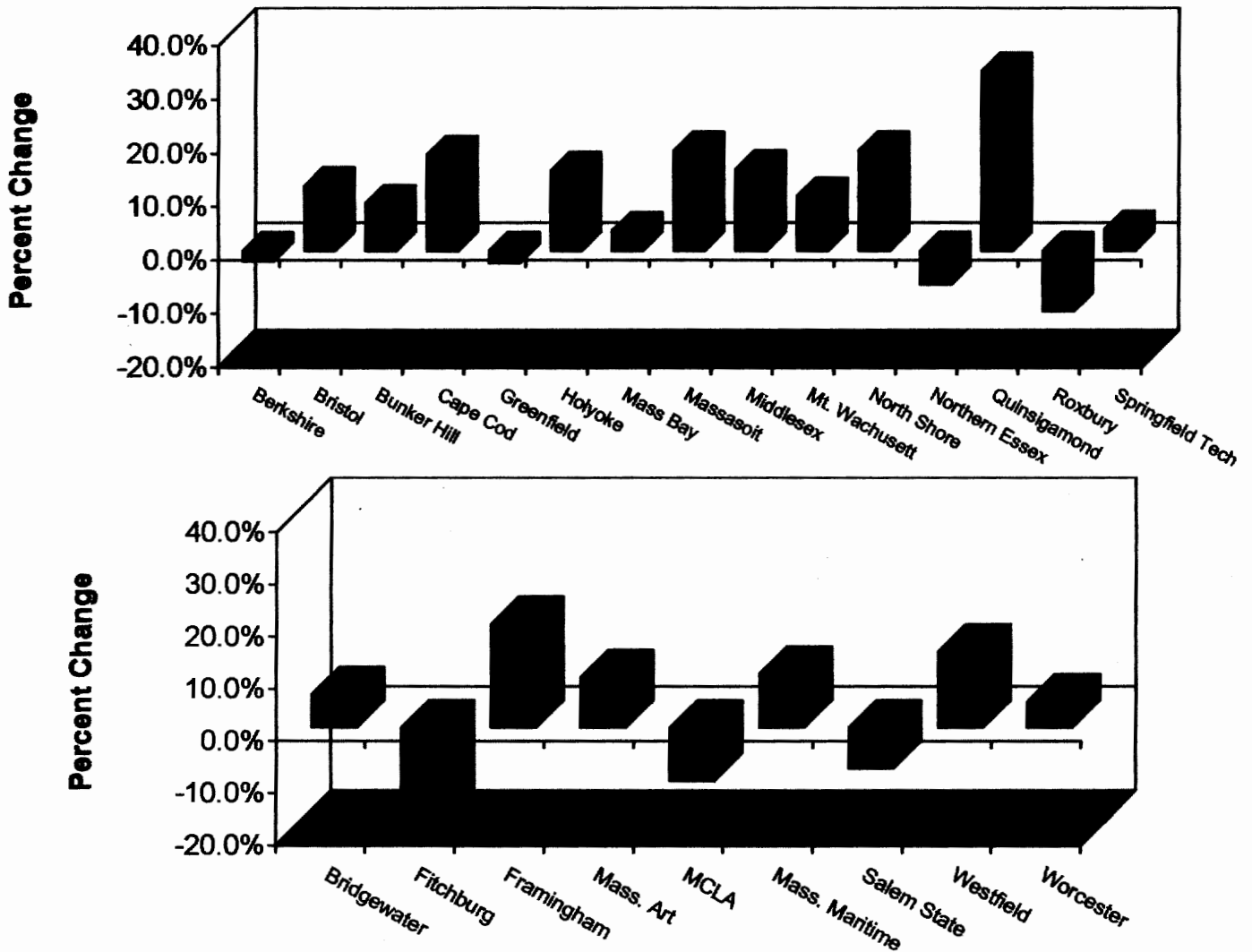
at current FY2003 State Appropriation Support divided by Fall 2002 enrollment

	<u>State \$/FTE</u>		<u>State \$/FTE</u>
Bridgewater	\$5,124	Berkshire	\$6,900
Fitchburg	\$7,837	Bristol	\$3,943
Framingham	\$5,065	Bunker Hill	\$4,522
Mass. Art	\$8,871	Cape Cod	\$4,669
Mass. Maritime	\$11,671	Greenfield	\$6,257
Mass. Liberal Arts	\$9,366	Holyoke	\$4,465
Salem	\$6,040	Mass Bay	\$4,009
Westfield	\$5,161	Massasoit	\$4,489
Worcester	<u>\$5,684</u>	Middlesex	\$3,776
State College Average	\$7,202	Mount Wachusett	\$4,446
		Northern Essex	\$4,966
		North Shore	\$5,224
		Quinsigamond	\$3,618
		Roxbury	\$6,248
		Springfield Tech.	<u>\$5,684</u>
		Community College Avg	\$4,881

Enrollment Growth

While funding for public higher education has been predominantly based on incremental across-the-board increases influenced by political factors, little adjustments have been made to account for changes in enrollment over time. This has been the case despite the fact that public college enrollment changes since 1995 range from a high of a 33% increase to a 23% decrease.

Enrollment Changes: FY1995-FY2002 (FTE Students)



Source: Board of Higher Education

This combination of unbalanced base budgets, politically influenced adjustments, and no link between enrollment and state support has resulted in funding inequities that are exacerbated by reduced levels of state appropriation.

Compounding Factors

Factors compounding state support to colleges that are not even represented in the previously indicated state support per student figures include remitted tuition and state coverage of fringe benefit costs for personnel paid from state appropriations. For example, currently Framingham State College receives \$21.5 million in state appropriation support, fringe benefits paid by the Commonwealth provides another \$4 million in support, while remitted tuition revenue to the Commonwealth is \$3.5 million for total net state support of \$22.0 million. By comparison, Fitchburg State College - that has 900, or 20%, fewer students than Framingham State College - receives \$26 million in state support with fringe benefits paid by the Commonwealth of another \$6 million reduced by remitted tuition of \$2.7 million for total net state support of \$29.3 million. These compounding factors result in funding of greater than \$7 million or 30% more than a comparable institution.

Further, due to the way the Commonwealth funds fringe benefits (as a separate account versus as a part of agency line items), across the board state funding reductions will significantly impact under-funded institutions. This is due to the practice that fringe benefit costs for personnel paid from state funds are picked up by the state whereas fringe benefit costs for personnel paid from "local" funds (fees and continuing education revenue) are a cost to the college. When state funding is reduced beyond the level of expenditures on personnel (which is approximately 65% of college expenses), for every \$1 in state appropriation reduction the cost to the college is approximately \$1.22 as the institution must then also cover fringe benefit expenses. As an example, Framingham State College has payroll expenditures of \$19 million and current state funding of \$21.5 million; any reduction above \$2.5 million would cost the college \$1.22 for each \$1 in additional cuts. Colleges with higher levels of state support for similar levels of provided services are likely to be in a position to assume a greater level of reduction prior to these additional costs being transferred from the state to the institution.

Proposal

It is proposed that in consideration of funding reductions, a minimum foundation level of support be provided to each institution. That is, a certain level of support per student be set under which state funding would not fall. This minimum level of support would even the playing field and provide some assurance of parity and the ability of all colleges to provide a quality, affordable education.

Current state funding for community colleges covers approximately 75% of the direct cost of education; average state funding per student at community colleges is \$4,881. It is proposed that when reductions are considered for FY2004, a minimum of \$3,500 of state support per student be set as a foundation limit. Similarly, for state colleges where on average approximately 66% of the direct cost of education is provided by the state and the current average level of state support is \$7,202, it is proposed that \$4,500 of state support per student be set as a foundation minimum. Such an approach, as illustrated on the next page - assuming for argument sake a contemplated 20% reduction across the board - would finally address the funding equity issue that has confronted higher education, link (to some extent) state support and enrollment, and ensure a minimum level of state funding to all colleges.

Funding Proposal – Foundation Minimum

State Appropriation Support per FTE Student - Community Colleges

	FY2003			Greater of \$3,500	Funding per	\$	%
	State Approp.	FTE Students	State \$/FTE	Per or 20% cut	FTE	Decrease	Decrease
Berkshire	\$9,066,416	1,314	\$6,900	\$7,253,133	\$5,520	-\$1,813,283	-20%
Bristol	\$14,582,103	3,698	\$3,943	\$12,943,000	\$3,500	-\$1,639,103	-11%
Bunker Hill	\$18,450,719	4,080	\$4,522	\$14,760,575	\$3,618	-\$3,690,144	-20%
Cape Cod	\$10,677,683	2,287	\$4,669	\$8,542,146	\$3,735	-\$2,135,537	-20%
Greenfield	\$8,747,136	1,398	\$6,257	\$6,997,709	\$5,006	-\$1,749,427	-20%
Holyoke	\$17,221,280	3,857	\$4,465	\$13,777,024	\$3,572	-\$3,444,256	-20%
Mass Bay	\$13,429,395	3,350	\$4,009	\$11,725,000	\$3,500	-\$1,704,395	-13%
Massasoit	\$18,718,744	4,170	\$4,489	\$14,974,995	\$3,591	-\$3,743,749	-20%
Middlesex	\$18,077,180	4,787	\$3,776	\$16,754,500	\$3,500	-\$1,322,680	-7%
Mount Wachusett	\$10,786,801	2,426	\$4,446	\$8,629,441	\$3,557	-\$2,157,360	-20%
Northern Essex	\$17,794,668	3,583	\$4,966	\$14,235,734	\$3,973	-\$3,558,934	-20%
North Shore	\$19,412,390	3,716	\$5,224	\$15,529,912	\$4,179	-\$3,882,478	-20%
Quinsigamond	\$14,031,522	3,878	\$3,618	\$13,573,000	\$3,500	-\$458,522	-3%
Roxbury	\$10,359,362	1,658	\$6,248	\$8,287,490	\$4,998	-\$2,071,872	-20%
Springfield Tech.	<u>\$22,112,268</u>	<u>3,890</u>	<u>\$5,684</u>	<u>\$17,689,814</u>	<u>\$4,548</u>	<u>-\$4,422,454</u>	<u>-20%</u>
Comm College Avg	\$14,897,844	48,092	\$4,881	\$185,673,474	\$4,020	-\$37,794,193	-17%

State Appropriation Support per FTE Student - State Colleges

	FY2003			Greater of \$4,500 per FTE or	Funding per	\$	%
	State Approp.	FTE Students	State \$/FTE	20% Reduction	FTE	Decrease	Decrease
Bridgewater	\$34,662,913	6,965	\$5,124	\$30,442,500	\$4,500	-\$4,220,413	-12%
Fitchburg	\$26,113,242	3,332	\$7,837	\$20,890,594	\$6,270	-\$5,222,648	-20%
Framingham	\$21,492,657	4,243	\$5,065	\$19,093,500	\$4,500	-\$2,399,157	-11%
Mass. Art	\$13,696,792	1,544	\$8,871	\$10,957,434	\$7,097	-\$2,739,358	-20%
Mass. Maritime	\$11,041,086	946	\$11,671	\$8,832,869	\$9,337	-\$2,208,217	-20%
Mass. Liberal Arts	\$12,934,404	1,381	\$9,366	\$10,347,523	\$7,493	-\$2,586,881	-20%
Salem	\$35,298,304	5,844	\$6,040	\$28,238,643	\$4,832	-\$7,059,661	-20%
Westfield	\$21,639,786	4,193	\$5,161	\$18,868,500	\$4,500	-\$2,771,286	-13%
Worcester	<u>\$21,861,580</u>	<u>3,846</u>	<u>\$5,684</u>	<u>\$17,489,264</u>	<u>\$4,547</u>	<u>-\$4,372,316</u>	<u>-20%</u>
State College Avg	\$22,082,307	32,094	\$7,202	\$165,160,826	\$5,897	-\$33,579,938	-17%

FRAMINGHAM STATE COLLEGE

**BOARD OF TRUSTEES MEETING
ATTACHMENT IV**

JANUARY 23, 2003

TRUSTEE ACTION ITEM

ACTION ITEM: Personnel Actions

2ND YEAR REAPPOINTMENTS

Abdelgadier, Osama	Assistant Professor Geography	Effective: Academic Year 2003 – 2004
Alter, Robert	Assistant Professor Communication Arts	Effective: Academic Year 2003 – 2004
Bodack, Louise	Assistant Professor Chemistry & Food Sciences	Effective: Academic Year 2003 – 2004
Breuning, Cornelia	Instructor Computer Science	Effective: Academic Year 2003 – 2004
D'Andrea, Joseph	Assistant Professor Psychology & Philosophy	Effective: Academic Year 2003 – 2004
Hodge, Jessica	Assistant Professor Consumer Sciences	Effective: Academic Year 2003 – 2004
Lee, Eileen	Assistant Professor Mathematics	Effective: Academic Year 2003 – 2004
Martin, Jonathan	Assistant Professor Sociology	Effective: Academic Year 2003 – 2004
Snyder, Margaret	Library Associate Whittemore Library	Effective: 09/01/2003 – 08/31/2004

RETIREMENT

Goyette, Arthur	Professor Geography	Effective: 06/20/2003
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RESIGNATION

Baldwin, David	Associate Director Residence Life & Housing	Effective: 02/08/2003
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CHANGE OF RETIREMENT DATE

Flynn, Leonard	Professor Psychology	From: 01/18/2003 To: 05/31/2003
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PERSONNEL ACTIONS
APPOINTMENTS

Fallon, Michelle	Staff Assistant Fiscal Affairs	Effective: 11/24/2002 Annual Salary Rate: \$45,045.00
Kittler, Jacquie	Staff Assistant Fiscal Affairs	Effective: 11/24/2002 Annual Salary Rate: \$51,675.00
Moriarty, Brian	Staff Assistant McAuliffe/Challenger Center	Effective: 12/15/2002 Annual Salary Rate: \$45,000.28
O'Shaughnessy, Kelly	Assistant Director Student Involvement and Campus Events	Effective: 01/08/2003 Annual Salary Rate: \$33,100.08
Whittington, Francine	Director Health Services	Effective: 11/03/2002 Annual Salary Rate: \$53,000.48

FULL TIME TEMPORARY APPOINTMENTS

Connaughton, Mary	Instructor Economics & Business	Effective: 01/19/2003 – 05/31/2003 Annual Salary Rate: \$35,297.08
Glynn, Eric	Instructor Economics & Business	Effective: 01/19/2003 – 05/31/2003 Annual Salary Rate: \$33,694.44

OFFER OF APPOINTMENT DECLINED

Rodriguez, Rafael A.	Chief Information and Technology Officer	Effective: 12/27/2002
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CHANGE OF TITLE

Marquis, Romeo	From: Acting Senior Associate Dean, DGCE To: Associate Dean, Division of Academic Technology and Distance Education	Effective: 12/29/2002
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FACULTY SABBATICALS

Austin, Sandra	Nursing	Effective: Fall 2003
Beck, Robert	Chemistry & Food Sciences	Effective: Fall 2003
Donohue, Robert	Psychology & Philosophy	Effective: Spring 2004
Flynn, Judith	Consumer Sciences	Effective: Fall 2003
Muller, Eugene	Biology	Effective: Spring 2004
Rogers, Mary	Economics & Business	Effective: Spring 2004
Tischler, Henry	Sociology	Effective: Fall 2003
Wallace, Robert	Economics & Business	Effective: Fall 2003

FACULTY SABBATICAL CHANGE

Racheotes, Nicholas	History	Changed From: Spring 2003 To: Spring 2004
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EMERITI

Caruso, Joseph J.	Professor Emeritus Education	Effective: 07/01/2003
Daly, Patricia	Professor Emerita Consumer Sciences	Effective: 07/01/2003
Ellias, Marie Margulis	Director Emerita Counseling Center	Effective: 07/01/2003
Horrigan, John J.	Vice President Emeritus Administration & Finance	Effective: 07/01/2003
Husband, Jonathan	Library Associate Emeritus Whittemore Library	Effective: 07/01/2003
Joseph, Stephen	Associate Professor Emeritus Psychology & Philosophy	Effective: 07/01/2003

EMERITI, CONT.

Jurich, Joseph	Associate Professor Emeritus English	Effective: 07/01/2003
Kiess, Harold O.	Professor Emeritus Psychology & Philosophy	Effective: 07/01/2003
McKinney, Marie	Professor Emerita Economics & Business	Effective: 07/01/2003
Murphy, Mary E.	Professor Emerita English	Effective: 07/01/2003
Peterson, Paul	Professor Emeritus Physics & Earth Sciences	Effective: 07/01/2003
Previte, Joseph J.	Professor Emeritus Biology	Effective: 07/01/2003
Ryan, Peter	Associate Professor Emeritus Economics & Business	Effective: 07/01/2003
Sheppard, Rita	Director Emerita Health Services	Effective: 07/01/2003
Stanton, Philip B.	Professor Emeritus Biology	Effective: 07/01/2003
Torti, Delores	Professor Emerita Nursing	Effective: 07/01/2003